

# Delphi Overview

2004 Sales: \$28.6B<sup>1</sup>

2004 OI<sup>(1,2)</sup>: \$(482)M

## Electrical, Electronics & Safety Sector



2004 Sales: \$13.9B

2004 OI: \$955M<sup>(2)</sup>

- Integrated Body Electronics
- Powertrain Electronics
- Chassis & Safety Electronics
- Audio Systems & Mobile Multimedia
- Safety Systems
- Electrical & Electronic Systems
- Product & Service Solutions

## Dynamics, Propulsion, Thermal & Interior Sector



2004 Sales: \$14.1B

2004 OI: \$(65)M<sup>(2)</sup>

- Engine & Emission Management Systems
- Energy Management Systems
- Vehicle Dynamics
- Thermal Management Systems
- Interior Systems

## Automotive Holdings Group



2004 Sales: \$2.6B

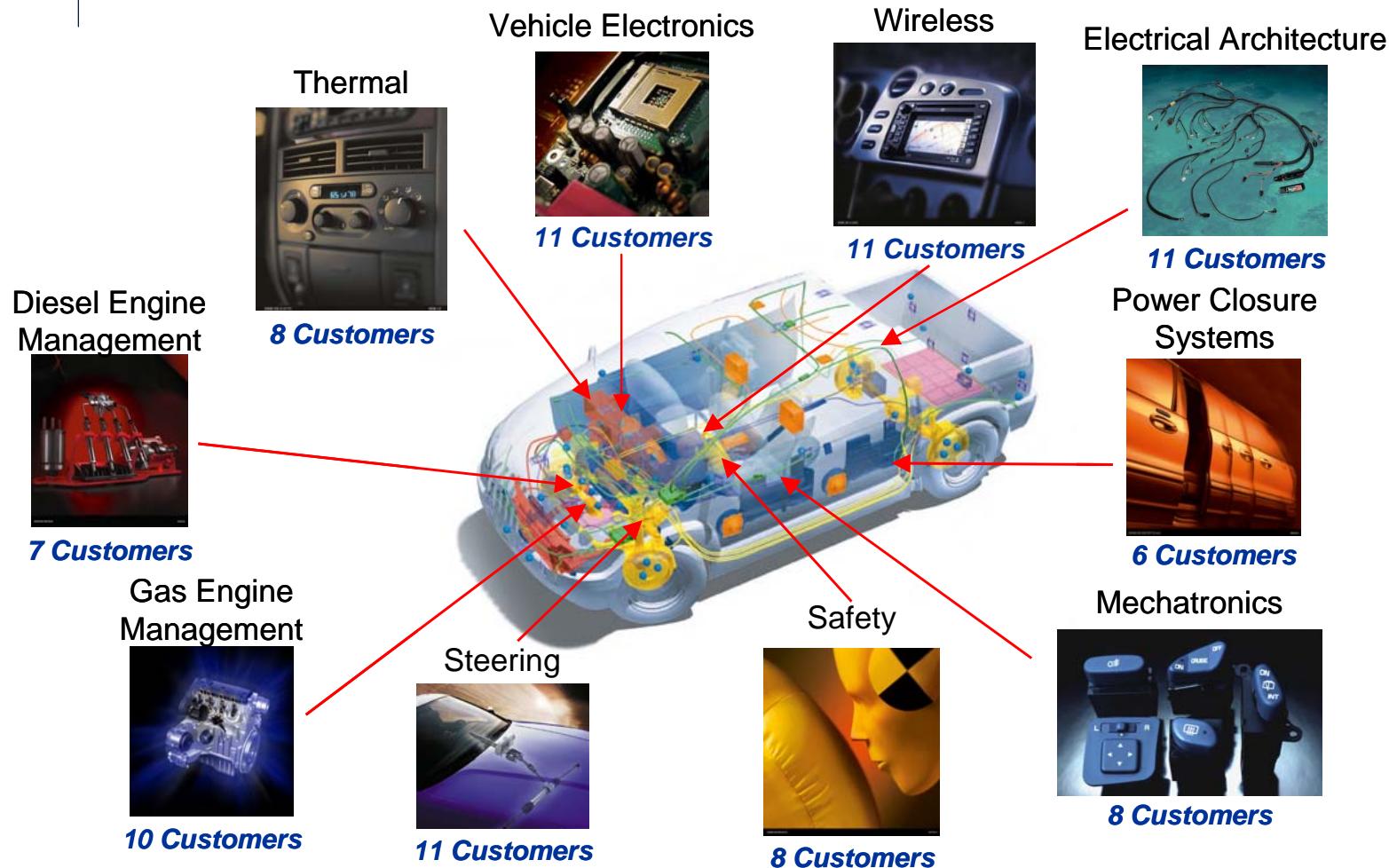
2004 OI: \$(590)M<sup>(2)</sup>

- Batteries
- Instrumentation
- 13 U.S. sites

(1) Includes activity not allocated to the product sectors and the inclusion of intersector eliminations

(2) Excludes impact of employee, product line and related charges

# Automotive Product Lines & Customer Diversity



As of 12/31/03 booked business

Global Top 11 OEMs in alphabetical order: BMW, DaimlerChrysler, Fiat, Ford, GM, Honda, Hyundai, PSA, Renault/Nissan, Toyota & VW  
Customer count provided includes only OEM customers listed; does not represent the total number of customers for a given product line

# Translating Core Competencies Into New Markets

## Core Markets



Diesel & Gas  
Engine  
Management



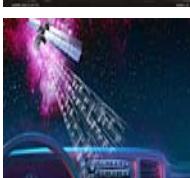
Electrical  
Architecture



Electronics,  
Switches &  
Sensors



Thermal



Wireless



## New Markets



Commercial  
Vehicles



Marine



Computers /  
Peripherals



Medical  
Devices



Military /  
Homeland  
Security

## Diversified Customer Base



GM General Motors



Pioneer

H HONDA



LOCKHEED MARTIN

BENTELER



MERCURY



CNH



GM DAEWOO



DAIMLERCHRYSLER

TOYOTA

SeaRay

CITROËN

MITSUBISHI



KIA  
KIA MOTORS

TI Automotive

HYUNDAI

APPLIED MATERIALS



Raytheon



LEAR  
CORPORATION

BOSCH

Calsonic Kansai

ISUZU

CATERPILLAR



JOHN DEERE



We bring good things to life.



SSANGYONG MOTOR

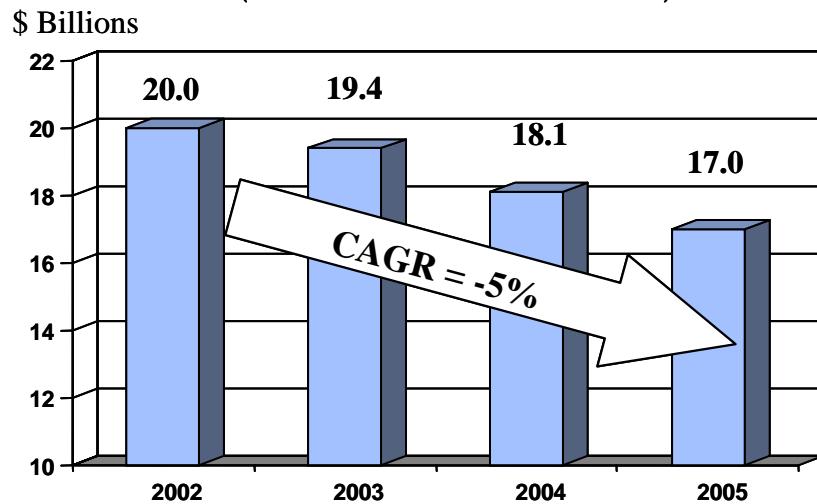


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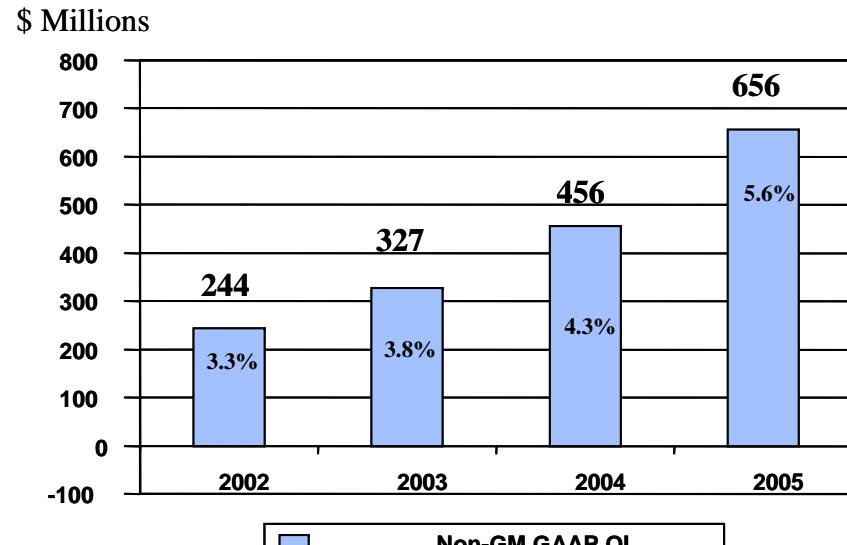
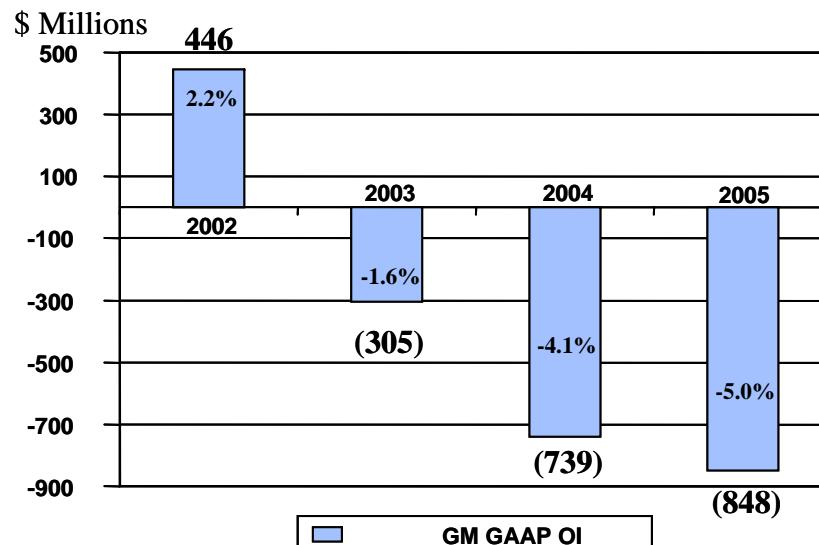
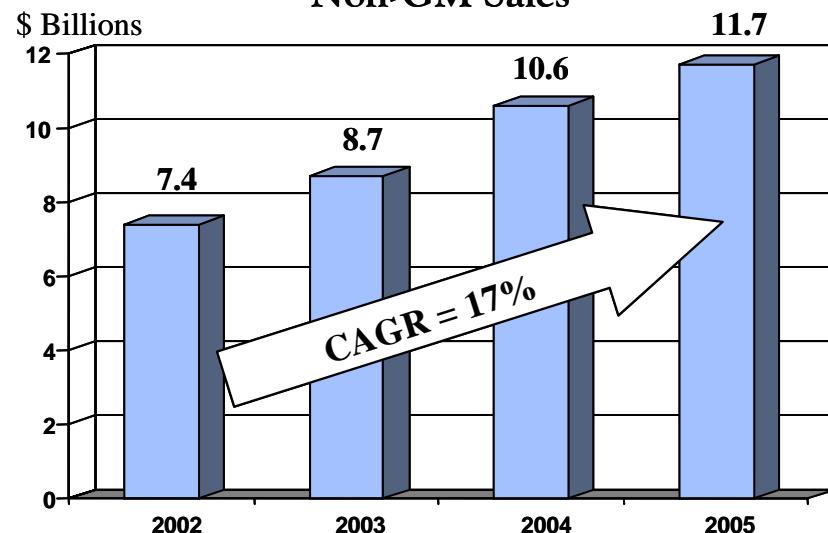
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## Sales/GAAP Operating Income – GM vs. Non-GM

GM (Incl. Tier 1 & Affiliates) Sales



Non-GM Sales



## Extensive Global Presence

### U.S & Canada

Manufacturing sites: **45**  
Employment: **50,000**  
Joint ventures: **7**  
Technical centers: **13**

### Europe & Middle East

Manufacturing sites: **61**  
Employment: **49,000**  
Joint ventures: **9**  
Technical centers: **10**



### Total Delphi

Manufacturing sites: **167**  
Employment: **184,000**  
Joint ventures: **42**  
Technical centers: **33**

### Mexico & South America

Manufacturing sites: **47**  
Employment: **75,000**  
Joint ventures: **9**  
Technical centers: **4**

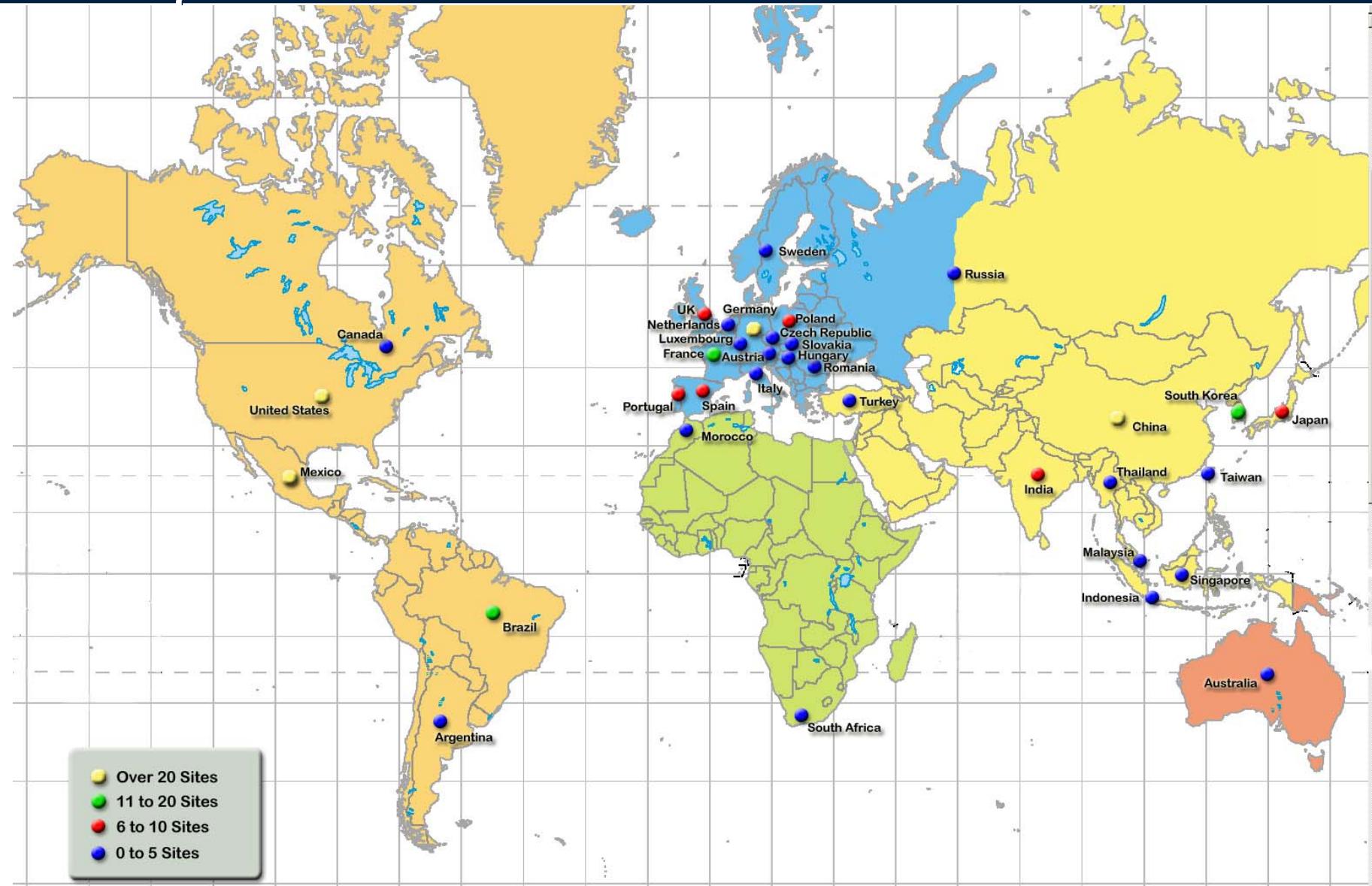
### Asia Pacific

Manufacturing sites: **14**  
Employment: **10,000**  
Joint ventures: **17**  
Technical centers: **6**



As of March 31, 2005

## Worldwide Operations Locations



## Operations Locations – United States



*U.S. entities also maintain branch offices in Liverpool, England; Moscow, Russia; and Thailwil, Switzerland*

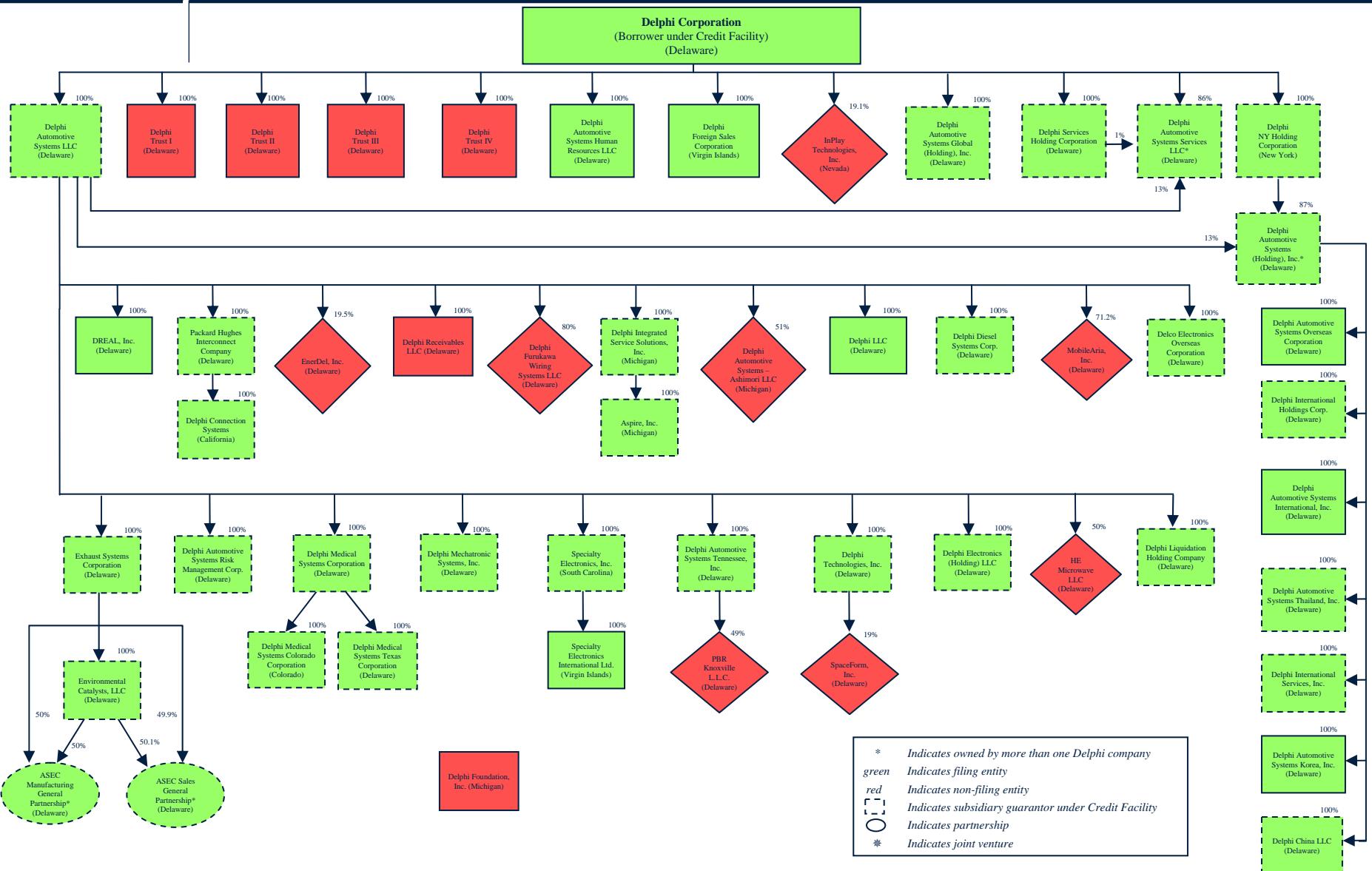
## Operations Locations – Mexico and South America



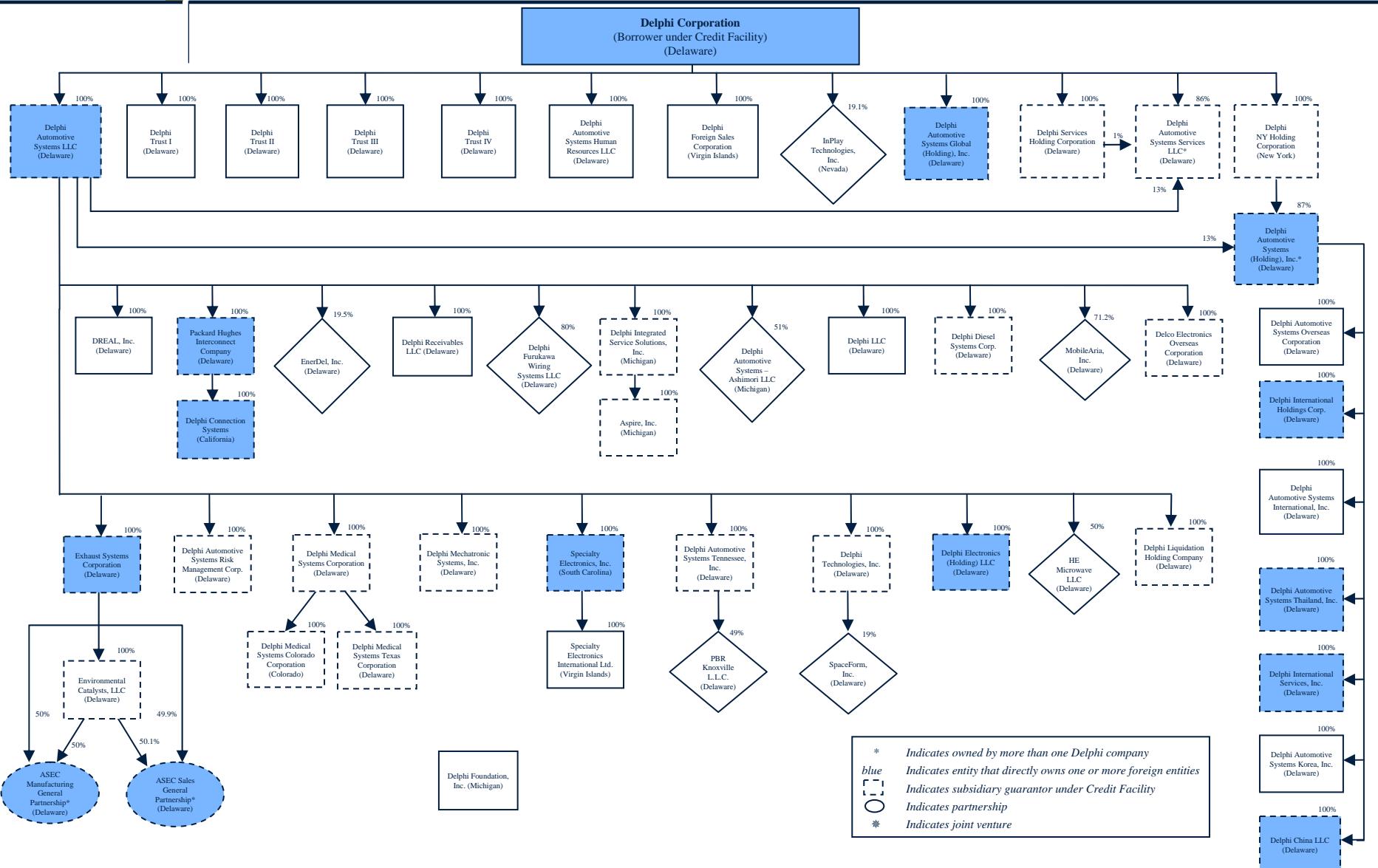
## Operations Locations – Eastern Hemisphere



# Chapter 11 Filing Chart (Domestic U.S. Entities)



# U.S./Foreign Entity Relationships



- Indicates owned by more than one Delphi company
- Indicates entity that directly owns one or more foreign entities
- Indicates subsidiary guarantor under Credit Facility
- Indicates partnership
- Indicates joint venture